

# Memorandum

**Subject:** Survey of management interns

**Date:** SEP 21 1966

**In Reply Refer To:**

**From:** Donald R. Harvey, Director  
Bureau of Recruiting and Examining

**ECR:EXR**  
**Your Reference:**

**To:** Nicholas J. Oganovic  
Executive Director

This is a report of a survey of a sample of management interns appointed from the Management Intern Examination approximately five and ten years ago to determine:

- o how many are still employed in the Federal Government
- o what grade levels they have attained
- o what kinds of jobs they now hold.

The survey was made as of July 31, 1966, and covered a sample of 202 interns, 100 appointed in 1961 and 102 appointed in 1956 and 1957. The sample was selected on a random basis from the management intern register cards for 1956, 1957 and 1961, and represents about one out of three of all the interns appointed in those years. Current information on each intern in the sample was gathered through personal and telephone contacts with their employing agencies.

The survey findings are presented in attachments I through IV. Here is a review of the data in each of the attachments.

Attachment I, "Retention of Management Interns," shows that:

- o 66.8% of the 202 interns surveyed are still employed in the Federal Government. A breakdown by year shows 65.7% of the 102 interns surveyed who were appointed in 1956 and 1957 and 68% of the 100 interns surveyed who were appointed in 1961 are still in the Federal service. This rate of retention of management interns appointed in 1961 is slightly higher than the reported experience of private companies. A report by Mr. Frank S. Endicott on "Trends in Employment of College and University Graduates in Business and Industry--1966," which was based on a survey of 200 well-known companies, shows that 67% of the college graduates hired five years ago in general business-type positions are still employed in the same company, 1% less than the percentage of interns hired in 1961 who are still in the Federal service. Data was not available on college graduates hired 10 years ago by business and industry.

- o the 65.7% rate of retention for management interns appointed in 1956 and 1957 is only slightly less than the 68% rate of retention for those appointed in 1961. This indicates that the turnover rate among management interns drops drastically after five years of Federal service. No doubt the experiences which they have in the early years of their employment have a significant impact on their retention in the government service.
- o 41.5% of the 135 interns sampled who are still employed in the Federal service have had service with more than one Federal agency.

Attachment II, "Current Grades of Management Interns," shows that the current average grade of those appointed in 1956 and 1957 is 13.7 and the current average grade of those appointed in 1961 is 12.5. It should be noted that those hired in 1956 and 1957 started at grades GS-5 or GS-7, and those hired in 1961 started at GS-7 or GS-9.

We have no data that reports the salary practices of private industry for intern-type appointments over the same period in this report. In 1965 the Endicott Report listed salaries paid by industry for college graduates--not interns--who have been employed for five and ten years. The 1966 report previously cited does not give this data. The 1965 report indicates the following:

- o After five years the average monthly earnings of college graduates in general business-type positions was \$720, or \$8,640 a year. Even if this figure were increased substantially to allow for the inflation of salary levels, it would still be considerably below the current minimum salary at GS-12 (\$10,927), the grade already attained by the majority of the interns surveyed who were appointed in 1961.
- o For those college graduates with ten years of service, the above-mentioned 1965 report shows that average monthly earnings in general business positions was \$920, or \$11,040 a year. Even if this figure were increased to allow for inflation of salary levels, it would still be below the minimum salary for GS-13 (\$12,873), the grade already attained by the majority of the interns surveyed who were appointed in 1956 and 1957.

Attachment III, "Descriptive Titles" of management interns currently employed at the GS-14 and GS-15 levels, shows a variety of occupational fields in which they are employed. A high proportion appear to be in support- or staff-type jobs.

Attachment IV, "Employment Histories" on six interns, shows considerable mobility among the interns, and also indicates a tendency to use the interns in support- or staff-type jobs.

We plan to explore the findings in this survey with our IAG Committee on College Relations and Recruitment. The Committee members will be encouraged to make similar surveys on management interns in their departments and agencies, and particular emphasis will be placed on the importance of careful planning of the interns' assignments in the early years of their employment. Also, emphasis will be placed on the survey findings showing a tendency to assign interns to support- and staff-type jobs, rather than program management-type positions.

Attachments 4

RETENTION OF MANAGEMENT INTERNS

	<u>1956-'57-'61 combined</u>	<u>1961 only</u>	<u>1956-'57 only</u>
1. Number actually employed	583	297	286
2. Number included in sample	202	100	102
a. Number still employed in Federal Government	135 (66.8%)	68 (68%)	67 (65.7%)
o All service in same agency	79 (39.1%)	44 (44%)	35 (34.3%)
o Service in more than one agency	56 (27.7%)	24 (24%)	32 (31.4%)
b. Number who have left government	67 (33.1%)	32 (32%)	35 (34.5%)
o Left for educational purposes	13 ( 6.4%)	7 ( 7%)	6 ( 5.9%)
o Left for private industry	19 ( 9.4%)	8 ( 8%)	11 (10.8%)
o Left for reasons other than above or for reasons not known	35 (17.3%)	17 (17%)	18 (17.6%)

CURRENT GRADES OF MANAGEMENT INTERNS

1966

The following figures include all interns covered in the survey who are still employed in the Federal Government.

## 1. Interns appointed in 1956 and 1957

<u>STARTING GRADE</u>	<u>CURRENT GRADE</u>										<u>AVERAGE</u>
	GS	9	11	12	13	14	15	16	17	NA*	
GS 5 - 16 interns			2	1	4	4	3			2	13.4
GS 7 - 51 interns				7	14	16	12		1	1	13.7
Average starting grade 6.6											
<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="text-align: center;"> <math display="block">\begin{array}{r} 10 \\ \hline 18 \end{array}</math> </div> <div style="text-align: center;"> <math display="block">\begin{array}{r} 20 \\ \hline 15 \end{array}</math> </div> <div style="text-align: center;"> <math display="block">\begin{array}{r} 1 \\ \hline 1 \end{array}</math> </div> </div>											
											Average grade now 13.7

## 2. Interns appointed in 1961

<u>STARTING GRADE</u>	<u>CURRENT GRADE</u>										<u>AVERAGE</u>
	GS	9	11	12	13	14	15	16	17	NA*	
GS 7 - 27 interns		1	5	13	6	1				1	12.0
GS 9 - 41 interns			3	9	23	5				1	12.8
Average starting grade 8.2											
<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="text-align: center;"> <math display="block">\begin{array}{r} 9 \\ \hline 22 \end{array}</math> </div> <div style="text-align: center;"> <math display="block">\begin{array}{r} 29 \\ \hline 6 \end{array}</math> </div> </div>											
											Average grade now 12.5

\*Accurate information was not available on the current grades of those listed in this column.

DESCRIPTIVE TITLES  
of Management Interns surveyed who are currently  
in grades GS-14 and above

<u>AGENCY</u>	<u>DESCRIPTIVE JOB TITLE</u>	<u>SERIES AND GRADE</u>
Agency for International Development	Program Officer in Laos	FSR-3
	Supervisory Management Analyst, Office of Management Planning	GS-343-15
	Supervisory Management Analyst, Office of Management Planning	GS-343-15
	Chief, Program Division, Office of Development Planning and Programming, Latin American Bureau	GS-343-14
	Supervisory Management Analyst, Office of Management Planning	GS-343-14
Department of Army	Deputy General Counsel, Office of the Secretary of Army	GS-905-17
Atomic Energy Commission	Planning Officer and Plans Analyst, Division of Plans and Reports	GS-301-14
Bureau of the Budget	Management Analyst, Office of Management and Organization	GS-343-15
	Budget Examiner, Economic Affairs Unit, International Division	GS-560-14
Department of Commerce	Supervisory Regional Economist, Bureau of International Commerce	GS-110-14
Department of Defense	Assistant Chief, International Balance of Payments Division, Office of Secretary of Defense	GS-110-15
	Program Analysis Officer, Defense Communications Agency	GS-345-14
Export-Import Bank of Washington	Personnel Officer	GS-201-14
Federal Aviation Agency	Special Assistant to the Associate Administrator for Administration	GS-301-15
	Chief of Administrative Staff, Nation- al Aviation Systems Project Office	GS-343-14

<u>AGENCY</u>	<u>DESCRIPTIVE JOB TITLE</u>	<u>SERIES AND GRADE</u>
	Assistant Branch Chief, Procurement Operations Division, Airport Facilities Branch	GS-1102-14
General Services Administration	Program Analyst (specializing in budget), Utility and Depository Service	GS-301-14
Department of Health, Education and Welfare	Director of Undergraduate Grants Branch, Office of Education	GS-1720-15
	Supervisory Public Health Advisor, Bureau of State Services, Community Health Division	GS-685-14
	Chief, Public Health Traineeship Section, Community Health Service	GS-685-14
Department of Interior	Staff Assistant to Assistant Secretary for Fish and Wildlife	GS-301-15
Department of Labor	Supervisory Economist, Bureau of Labor Statistics	GS-110-15
	Supervisory Attorney Advisor, Office of Secretary of Labor	GS-905-15
	Manpower Development Officer, Chief, Division of Operating Standards and Procedures, Office of Manpower Automation and Training	GS-245-15
	Director, Office of Management and Appraisalment, Bureau of Employment Security	GS-341-15
	Chief, Division of Program Planning and Evaluation, Wage and Hour and Public Contracts Division	GS-301-14
	Manpower Development Officer, Office of Manpower Automation and Training	GS-245-14
	Deputy Assistant Administrator, Planning and Management, Wage and Hour and Public Contracts Division	GS-341-14
	Supervisory Economist, Bureau of Labor Statistics	GS-110-14

<u>AGENCY</u>	<u>DESCRIPTIVE JOB TITLE</u>	<u>SERIES AND GRADE</u>
	Supervisory Economist, Bureau of Labor Statistics	GS-110-14
National Aeronautics and Space Administration	Budget Officer, Manned Space Center	GS-560-15
	Chief, Resources Management Division, Office of Space Science and Applications	GS-301-14
Department of Navy	Management Analyst, Office of Management Information	GS-343-14
	Head, Contract Management and Small Business, Bureau of Supplies and Accounts	GS-201-14
Office of Economic Opportunity	Program Analyst, Office of Research Plans	GS-345-14
	Project Administrator, Office for Urban Centers, JOB Corps	GS-301-14
Peace Corps	Deputy Regional Director, Latin America Regional Office	GS-301-15
Post Office Department	Chief, Management Analysis Branch, Management Systems Division, Bureau of Finance and Administration	GS-343-14
Small Business Administration	Director, Program Analysis and Research Studies, Office of Economic Analysis	GS-345-15
Treasury Department	Staff Assistant to Assistant Commissioner for Administration	GS-343-14
U.S. Information Agency	Attache, Executive Officer, Bonn, Germany	FSLR-3
	Deputy Budget Officer, Office of Administration, Bureau of Plans and Procedures	GS-560-15



### EMPLOYMENT HISTORIES

These six employment histories are intended to illustrate some of the career patterns of the management interns sampled who are now serving at GS-14 and above.

#### Mr. Herbert S. Becker

The Department of Navy appointed Mr. Becker as a Management Intern, GS-7, in July 1957. After a year of internship, he worked for about four years in budget and management analysis work with the Navy. In March 1962, he transferred to the Post Office Department's Bureau of Finance and Administration as a Management Analyst, GS-14, and in July 1965 transferred to the Small Business Administration where he is now the Director of Program Analysis and Research Studies, GS-15, in the Office of Economic Analysis.

#### Mrs. Gretchen M. Hanwerger

Mrs. Hanwerger was appointed by the Department of Labor as a Management Intern, GS-5, in September 1956. She worked two years for the Department and when she resigned in September 1958 was an Economist, GS-9. After leaving Government, she worked for United Research, Inc. in Cambridge, Massachusetts as an economic research assistant for about a year and then left to go to Europe where she was employed by various private firms. In October 1960, she returned to the United States, worked for a time as the administrative assistant to the executive director of the pre-inaugural and inaugural committees, and in May 1961 was reinstated in the Peace Corps as an Administrative Assistant, GS-12. She is now the Deputy Regional Director, GS-15, in the Latin America Regional Office of the Peace Corps.

#### Mr. Lloyd F. Miller

Mr. Miller was appointed by the Civil Service Commission as a Management Intern, GS-5, in August 1956. He remained with the Commission for seven years and when he transferred to the Agency for International Development in January 1963, he was a Management Analyst, GS-12. Mr. Miller is now a Supervisory Management Analyst, GS-15, in AID's Office of Management Planning.

#### Mr. William R. Reise

Mr. Reise was appointed by the Department of Labor as a Management Intern, GS-7, in July 1956. His first three years were spent in general administrative work in the Wage and Hour and Public Contracts Division. In 1960, he was promoted to Budget Analyst, GS-12, later to Administrative Officer, GS-13, and since March 1964 has been a Program Planning Officer, GS-14. His present position is Chief of the Division of Program Planning and Evaluation of the Wage and Hour and Public Contracts Division.

Mr. Stanley M. Silverman

The United States Information Agency appointed Mr. Silverman as a Management Intern, GS-7, in August 1956. He has been continuously employed by USIA in budget work and is now Deputy Budget Officer, GS-15, Office of Administration, Bureau of Plans and Procedures. Mr. Silverman has received many awards and commendations for his work, including a Meritorious Award in 1965 from the William A. Jump Memorial Foundation.

Mr. Norman L. Sweet

Mr. Sweet was appointed by the Department of Defense as a Management Intern, GS-7, in July 1956. After completing his internship, he became a Foreign Affairs Officer and for the next five years worked in this capacity for the International Security Agency. In February 1962, he transferred to the Agency for International Development as a Program Officer, GS-12 and in 1965 was promoted to FSR-3. He is currently working for AID as a Program Officer in Laos.

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